



STRATEGIC PLAN

Fiscal Year 2017-22

VISION: Be the city of choice for residents, businesses, and visitors.

MISSION: By establishing financial stability and an effective work environment, the City of Sparks provides a safe environment, economic development, special events, cost-effective sustainable services, and opportunities for citizen involvement.



Mayor Geno Martini

Council members: Julia Ratti, Ward 1; Ed Lawson, Ward 2; Ron Smith, Ward 3; Charlene Bybee, Ward 4; Ron Schmitt, Ward 5
City Attorney Chet Adams; Municipal Judges: Judge Barbara McCarthy; and Judge Jim Spoo;
Steve Driscoll, City Manager; Neil Krutz, Assistant City Manager; John Martini, Community Services Director; Jeff Cronk, Financial Services Director; Tom Garrison, Fire Chief; Tracy Domingues, Parks & Recreation Director; and Brian Allen, Police Chief.



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Fiscal Year 2017-22

CORE SERVICES

1. Patrol
 2. Emergency Services
 3. Communications/Dispatch
 4. Detectives
 5. Signal Maintenance
 6. Records
 7. Buildings and Safety
 8. Prevention
 9. Streets Maintenance
 10. Court
 11. Criminal Division
 12. Civil Division
 13. Property and Evidence
 14. Essential Training (SPD)
 15. Essential Training (SFD)
 16. Pavement Management
 17. Parks Maintenance
 18. Facility Maintenance
 19. Advanced Planning
 20. Capital Projects
 21. Community Appearance
 22. Emergency Management
 23. Entitlement Review
 24. Alf Sorensen
 25. Special Events
 26. Larry D. Johnson
-
- Cost Recovery Programs
City Administration
Grants

CORE VALUES

We will take the initiative to be positive and proactive in addressing problems, seeking solutions that are results oriented by:

*Respect
Diversity
Quality
Leadership
Teamwork
Listening
Responsibility
Risk-Taking
Creativity
Innovation*

CUSTOMER SERVICE VALUES: THE 3 P'S

Interactions will be Polite, Professional and Performed consistent with the city's Strategic Plan.

COMMITMENT

We will meet our commitments to our citizens.

DIVERSITY

We will create an organizational culture that respects and values individual and group differences and encourages the productive potential of every employee.



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Fiscal Year 2017-22

Strategic Goals and Fiscal Year 2017-2022 Objectives

The Vision and Mission are supported by six Goals: Fiscal Stability, Employee Relations, Infrastructure and Technology, Public Safety, Economic Development and Citizen Engagement.

~~1) Fiscal Stability: Maintain fiscal policies to ensure a prosperous, sustainable city.~~

~~Our FY16/21 Citywide Objectives:~~

- ~~1.1 Maintain positive cash balances, in accordance with the city's fiscal policies.~~
- ~~1.2 Achieve balanced spending within the General Fund, in accordance with the city's fiscal policies.~~
- ~~1.3 Establish a strategy to reduce the City's Other Post Employment Benefit (OPEB) and Heart/Lung/Cancer liabilities being implemented after FY16.~~
- ~~1.4 Formulate a comprehensive fee policy and pricing structure, moving towards a cost recovery model.~~

~~2) Employee Relations: Provide a successful and efficient work environment.~~

~~Our FY 16/21 Our FY 17/22 Citywide Objectives:~~

- ~~2.1 Develop an effective process for performance feedback and career support by FY16.~~
- ~~2.2 Establish succession planning for key positions allowing for the safekeeping of institutional knowledge addressing information transfer, training and certification needs by FY17.~~
- ~~2.3 Develop an interactive information system to support an informal and participative employee population by FY16.~~

1) Public Safety: Promote the safety of our residents, businesses and visitors. Cultivate community and visitors quality of life experiences by enhancing the city's public safety response, prevention, and support services.

Our FY 16/21 Our FY 17/22 Citywide Objectives:

- 14.1 Continually access the risks in the City in order to maintain service levels and reduce response times. Community Safety: Continue to improve service levels and response times by assessing and reducing the risks in the City.
- 14.2 Improve safety through prevention activities. Prevention: Improve community safety through supporting prevention activities to reduce emergency service calls.
- 1.3 Enhance city resources supporting response and prevention functions. Resources: Enhance city resources to support response and prevention functions.
- 14.4 Flood Management: Support the Truckee River Flood Management Authority's efforts for flood damage reduction and complete the final phase of the North Truckee Drain Relocation Project by FY21, flood damage reduction efforts by completing the North Truckee Drain and supporting the Truckee River Flood Management Authority.

3)2)

Infrastructure and Technology: Manage city assets by providing proper preventative maintenance methodologies while utilizing replacement

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Fiscal Year 2017-22

**technologies assuring quality infrastructure for our community resources
to keep pace with technology, infrastructure and sustainability needs.**

Our FY 16/21 Our FY 17/22 Citywide Objectives:

- 23.1 Long term planning: Strategically guide the city's future growth through the update and implementation of the Comprehensive Plan. Complete an update of the city's Comprehensive Plan by FY16.
- 23.2 Water Quality: Implement long-term wastewater nutrient removal technologies at TMWRF to protect the river and environment as the region grows. Identify long-term wastewater nutrient removal technologies and plan for their implementation in the FY16-21 TMWRF CIP. Identify and prioritize new technologies to stay compliant with the permit FY17-25.
- 23.3 Technology: Efficiently manage the city's technology infrastructure to create efficiencies and improved service levels. By the end of December 2015, determine and prioritize the technology needs, including and funding requirements, to present to Council as part of the FY 17 CIP budget process. FY17.
- 23.4 Asset management: Efficiently maintain the city's assets using an asset management inventory system to drive the CIP. Develop a process to prioritize and list assets to be inventoried and measured with a replacement schedule and asset value citywide by June 30, 2016
- 23.5 Parks protection: Protect our quality of life by smart development of major Parks and Recreation facilities. Maximize the utilization of major Parks and Recreation facilities by planning for citizen demand and smart development by FY21.

Define maximize utilization: Visitor days? Revenues vs expenses? What is smart development: waiting for statement from Tracy D.

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STRATEGIC PLAN Fiscal Year 2017-22

~~4) Public Safety: Promote the safety of our residents, businesses and visitors.~~

~~Our FY 16/21 Citywide Objectives:~~

- ~~4.1 Continually assess the risks in the City in order to maintain service levels and reduce response times.~~
- ~~4.2 Improve safety through prevention activities.~~
- ~~4.3 Enhance city resources supporting response and prevention functions.~~
- ~~4.4 Support the Truckee River Flood Management Authority's efforts for flood damage reduction and complete the final phase of the North Truckee Drain Relocation Project by FY21.~~

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5)3) Economic Development: Explore and promote opportunities for economic development and special events. Enhance regional recognition of Sparks through the improvement of public venues and commercial development ensuring our ability to provide full municipal services to our citizens and visitors.

~~Our FY 16/21 Our FY 17/22~~Citywide Objectives:

- ~~35.1 Establish Smarter Regions strategic goals and objectives by September 1, 2015. Regional collaboration: Proactively pursue regional cooperation for economic growth and diversification.~~
- ~~35.2 Plan and develop an events production and staging strategy based on future redevelopment within Victorian Square. Special events: Capitalize on events which can elevate the visibility of Sparks as a place to live, work and play.~~
- ~~35.3 Public venues: Create an asset preservation fund by FY17. Increase the utilization/viability of city venues by enhancing current facilities and planning new public spaces.~~
- ~~35.4 Commercial/Industrial development: Foster an environment for the development and redevelopment of commercial and industrial areas. Promote an environment for the development of commercial and industrial areas by FY17.~~

6)4) Citizen Engagement/Empowerment: Encourage our stakeholders to interact with their city government and build strong alliances with other government entities. Increase the number of participants and point-of-view guiding Council in the development of policies satisfying community wants and needs.

~~Our FY 16/21 Our FY 17/22~~Citywide Objectives:

- ~~46.1 Citizen participation: Identify current activity and eEngage 3 additional key citizens groups to provide input into the Strategic Plan development in partnership with the city by the end of FY16, in setting the strategic direction of the city via the Comprehensive Plan.~~
- ~~46.2 Customer service: Improve customer satisfaction and service levels. Identify and improve customer service standards for how we do business by end of FY16.~~
- ~~46.3 Citizen engagement: Expand citizen education, communication and interaction. Expand citizen education and communication utilizing multiple platforms to include social media by the end of FY 17.~~